

# Organization Plan



Prepared and Submitted by

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## **INTRODUCTION**

The Home Rule Charter of Macomb County, Michigan was approved by voters on November 3, 2009 and became effective on January 1, 2011. The vision behind the creation of the Charter was clearly stated in its simple, one sentence Preamble:

***“We, the people of Macomb County, to provide a local government which is efficient, economical, and ethical, exercise our constitutional rights and adopt this Home Rule Charter.”***

The vision behind the Organization Plan which follows parallels that of the Charter itself – to create a more efficient and effective form of County government.

Among the various provisions of the new Charter is a requirement that the first County Executive submit an Organization Plan to the Commission within 180 days of assuming office. The Charter is very clear in setting forth the requirements of an Organization Plan. Section 1.4(o) provides a succinct definition of the Plan, namely an “*Organization Plan* means a plan of organization or reorganization proposed and approved as provided in this Charter.” Section 3.6.2 provides that the Organization Plan “*may* provide for the creation or abolition of any *Agency* [with some exceptions listed]” and it “*may* also transfer powers, duties and functions of the County among *Agencies*.” Thus the Plan is purely permissive – it *may* do certain things, but it is *not required* to do anything. The Plan is also singularly focused on “*Agencies*” of County government. Section 1.4(b) of the Charter defines an “Agency” as “a department, office, board, commission, or other administrative unit of County Government, whether created by Charter, ordinance, or law.”

**The Plan is about change and entities.** Two things become clear from the above Charter language. First, the Organization Plan is about *change* to County Agencies – reorganization, creation, abolition, and transfer of powers. It is intended to outline only what will be different about County government rather than to set out the total structure of County government. Second, the Organization Plan is about *entities* and not individuals, and those entities exist at a very high (Agency) level – departments, offices, boards, commissions, and administrative units. As a result, nothing below the level of an administrative unit should be referenced in the Plan.

Since the Organization Plan is about change, the next question is *change from what?* Section 11.4 of the Charter speaks to the presumed “continuity of government.” It states, “all existing County offices, boards, commissions, and departments existing on the date this Charter becomes effective shall continue and perform their duties unless reorganized or discontinued by an Organization Plan.” So the benchmark for measuring change is the structure of County government, as defined by the term *Agency*, as it existed on January 1, 2011. Any Agency not changed by the Plan will remain as it was on the date the Charter became effective.

**Identifying existing Agencies.** Since the term “Agency” was only recently defined by the Charter, there are no prior documents that formally identify the existing “Agencies” of County government. So absent other materials, this Organization Plan uses three documents as reference points: The Charter itself; the departments, offices and administrative units depicted on the “Macomb County Organization Chart” appearing on page 11 of the 2011 Adopted Budget (Exhibit I, page 24); and the listing of 38 boards and commissions posted on the County’s website as of January 1, 2011 (Exhibit II, pages 25-26). Changes to any “Agencies” listed in

those documents are outlined in this Plan. The Plan also acknowledges that three new Agencies were created by the Charter, namely the Department of Human Resources and Labor Relations, the Department of Roads, and the Department of Health and Community Services.

**The Judiciary is excluded from the Plan.** While the Charter speaks directly to the Executive and Legislative branches of County government and those Agencies headed by countywide elected officials, it is silent on the Judiciary. This is likely in recognition of the fact that the Courts function more as an Agency of the State rather than of County government. For example, general supervision is provided by the State Court Administrator and the Chief Circuit Court Judge is appointed by the Supreme Court.

The County does provide services and financial support to the Courts, but their structure and function is controlled by the state Constitution and by statute. As a result, this Plan does not give any consideration to organizational changes for the Circuit or District Courts or their related departments or functions.

**The required content of the Plan.** The Charter is also clear on the content required in the Plan. In addition to setting forth any changes to County Agencies as outlined above, the Charter also specifies the following:

- Section 3.6.1 requires an explanation of the reasons for the Plan and an evaluation of its financial impact.
- Section 3.6.3 states that the Plan shall provide for public access to the expenditure records of the County in a feasible, accessible, and economical manner.

- Section 11.7.4 states that the Plan shall include the initial compensation for the directors of the departments established in Article VII and any other departments included in the Organization Plan. That section also states, “The compensation for all Appointees and Employees of the County at the effective date of this Charter shall be continued until modified as permitted by this Charter or law,” so the initial compensation for positions that existed as of that date, including Article VII directors, has already been determined by Charter.

**Timelines.** The Charter is clear on the timelines for the submission and approval of the Organization Plan as well as its duration. Section 11.8 states that the Executive shall have up to 180 days to submit the first Plan to the Commission. Once received, Section 3.6.4 requires that the Commission hold a public hearing on the proposed Plan within 50 days after its submission and must either approve, amend or reject the Plan within 75 days after its submission. Once approved, the organizational structure of the County remains flexible. Section 3.6.2 permits the Executive to submit proposed amendments to the Organization Plan to the Commission at any time.

**There are limitations on Executive latitude.** A final question relates to the amount of latitude the Executive has in developing the Organization Plan. Somewhat surprisingly, the answer is very little. The Charter is highly prescriptive and highly restrictive when it comes to redesigning the Agency structure of County government. This may best be illustrated by considering the implications of Section 10.14, which reads:



### **Section 10.14 Community Mental Health**

The Community Mental Health Agency existing at the time this Charter becomes effective, including its administration of substance abuse services, shall continue and be exempt from reorganization in an Organization Plan, subject to law and to the extent of state and federal funding for community mental health.

That single sentence removes from consideration in the Organization Plan making any modification to an Agency of County government that employs nearly 350 people and is authorized to spend \$203 million, which represents 43% of the County's total 2011 budget. Similar provisions in the Charter or law restrict changes to the structure of units headed by countywide elected officials (\$97.6 million), the Courts (\$36.3 million), and mandate the creation of several major departments – Finance, Human Resources and Labor Relations, Roads, Health and Community Services, Planning and Economic Development, Corporation Counsel, Senior Services, and Veterans Affairs. In reality, the Executive is left with just a handful of administrative units that can be altered by the Plan, and most of those perform important services such as purchasing, facilities and operations, information technology, and emergency management. The Executive actually has less discretion than most would expect when it comes to the organizational structure of Macomb County government.

As mentioned above, Section 11.7.4 of the Charter requires that the compensation for all Appointees and Employees of the County at the effective date of this Charter shall be continued. So not only does the Charter limit the Executive's ability to significantly change the structure of County government, it also precludes him from making any reductions from the January 1, 2011 compensation of County workers other than through traditional personnel and collective bargaining processes. What becomes clear from all of this is that contrary to what some may have believed, because of the many restrictions and exceptions in the Charter, the Organization

Plan is not a very useful tool for achieving financial savings. Rather, any significant financial shortfall will have to be remedied through the more customary processes of collective bargaining and budget stabilization.

## **PROPOSED ORGANIZATION PLAN**

The following Organization Plan has been developed to conform to the requirements of the Charter and the expectations outlined above. It sets forth the changes currently being proposed for existing Agencies of County government, the reasons for those changes, and the accompanying financial impact. Since this is the first Organization Plan, it benchmarks change against the structure of County government that existed on the effective date of the Charter, January 1, 2011.

By design, this Plan only addresses changes to those administrative Agencies falling under the Executive's jurisdiction. *No recommendations for change are being made for administrative functions that are under the jurisdiction of Countywide Elected Officials.* Any changes proposed for those Agencies will be presented as a future amendment to this Organization Plan. As a result, this submission can be seen as creating the foundation for the Executive Branch of County government.

Since they are "Agencies" of county government under the Charter, changes are also being proposed for certain boards and commissions. These changes primarily relate to those boards and commissions that have been relatively inactive or whose functions and bylaws are now inconsistent with the Charter and the new form of County government.

The County Executive has concluded that the following changes to County Agencies are in the best long-term interest of the citizens of Macomb County and now seeks the approval of the Macomb County Commission. Questions and comments about this Organization Plan are welcome at any time and should be addressed to the Office of the County Executive.



### **Financial Impact**

Section 3.6.1 requires an explanation of the reasons for the Plan and an evaluation of its financial impact. The Charter allows the Executive 180 days to prepare and submit the initial Organization Plan. Once submitted, the Commission has 50 days to hold a public hearing on the Plan and a total of 75 days to approve the Plan. It will then take some time following final Commission approval to implement the Plan. As a consequence of this long timeline, there will only be a minimal opportunity to achieve financial savings from the Plan during the 2011 budget year. The Plan, however, should be finalized during the budget development process, so it will create a foundation for savings in the 2012 budget year, since all changes proposed in this Plan are intended to be implemented no later than December 31, 2011. **Once fully implemented, the changes outlined in this Organization Plan should reduce County expenditures by approximately \$2.5 million annually.**

### **Public Access to Expenditure Records**

According to Section 3.6.3 of the Charter, the Organization Plan shall provide for public access to the expenditure records of the County in a feasible, accessible, and economical manner. Fortunately, the County already maintains an excellent vehicle for providing the public with such information under the Financial Transparency section of the County's web site. **The County Executive intends to continue utilizing this web based process to provide the public with access to expenditure records.**

## **PROPOSED CHANGES TO COUNTY AGENCIES**

### **Changes to Administrative Units**

At this time, changes are being proposed to just two administrative Agencies of County government; the **Macomb County Library** and the **Risk Management and Safety** unit.

**County Library.** The County entered into a lease agreement with Wayne State University in January of 2009 that effectively closed what was previously known as the County Library. What remains in the Macomb County Library Fund are three separate and distinct program areas: The Macomb Literacy Partners (MLP), the Library for the Blind and Physically Handicapped (LBPH), and the Reference and Research Center (RRC). Although the University subsequently converted some 20,000 square feet in the Hall Road building into classroom and instructional space, approximately 2,800 square feet was retained by the County to operate an “Electronic Reference and Research Center,” 2,400 square feet was allocated to the LBPH, and 1,200 square feet was provided to the MLP. The County continues to provide the staffing for these programs as well as up to \$365,000 each year of the 25 year agreement (\$9,125,000 in total) for the purchase of reference materials. The current annual budget for the “Library Fund” exceeds \$1 million.

In September 2010, the three programs became part of the Department of Planning and Economic Development. Since that time, through continued monitoring and review, it has become increasingly apparent that the closure of the larger County Library has adversely impacted the remaining programs, especially the Reference and Research Center. The RRC is no

longer well utilized or cost effective, and greater efficiencies could be achieved for the other two programs through collaboration with local partners.

The **Macomb Literacy Partners** is a non-profit organization charged with helping adults who have difficulties reading, writing or speaking English. While most of the funding to support MLP is generated through grants and donations, the county does provide an annual subsidy of \$33,950, which is used to supplement the director's salary. Since the County gives minimal financial support to an organization that provides such essential literacy services for nearly a thousand residents, it is recommended that funding be continued, although a more suitable location for the program will be explored.

The **Library for the Blind and Physically Handicapped** serves qualifying County residents by providing books on tape, large print books, equipment that enlarges text, and equipment for printing Braille materials. The county's 2011 budget appropriation for the LBPH, which includes four staff positions, is:

Salaries and Benefits	\$266,468
Operations	<u>22,150</u>
Total	\$288,618

The LBPH provides an essential service for residents. It was reported that as of January 2011, their total patron count exceeded 900. Based upon this demand, it is important to continue the services of the LBPH. There is, however, an option that would continue to provide the service, allow for a cost savings to the county, and create greater efficiencies of scale. The recommendation is to transfer their functions, services, and holdings to the Clinton – Macomb District Library. Preliminary talks have taken place with the Clinton – Macomb Library Director, Mr. Larry Neal, and members of his Board of Directors. While formal approval has not yet been obtained, it is anticipated that they would agree to a transfer, contingent upon an

estimated annual subsidy of \$100,000. This type of transfer / collaboration is not without precedent. In January 2009, the Ann Arbor District Library officially took ownership of the Washtenaw County LBPH. Mr. Neal has been diligent in examining the Ann Arbor model. Successfully implementing this transfer would generate savings to the County of nearly \$200,000 annually.

The **Reference and Research Center's** charge is to provide Macomb County residents with access to reference books, print magazines, newspapers, and a variety of online databases. The county's 2011 budget appropriation for the RRC, which includes four staff positions, is:

Salaries and Benefits	\$374,004
Books	52,050
Online Services	214,450
Operations	76,350
Total	\$716,854

The RRC has to compete with the constantly changing technology and communication needs and the shifting research habits of today's society. The valuable research information that libraries once provided almost exclusively is now more easily obtained on a 24/7 basis through a variety of internet sources. This has created a situation where the RRC can no longer be considered well utilized or cost effective.

During the preceding 12 month period ending 2/28/11, the RRC was open for 1,955 hours, with a total of 7,077 staff hours worked. During this same period, there was a total of 2,157 in-person visits and 2,652 reference calls. This equates to approximately one in-person visit per hour of operation and just over one contact of any kind for every two staff hours worked.

In order to operate, the RRC must subscribe to a number of research databases. The county has budgeted \$214,450 for these subscriptions. During the same 12 month period, there

were 9,324 accesses or “hits” on the databases. In the aggregate, this equates to \$23 per database hit. Some databases exceed \$200 per hit. The Clinton Macomb Library Director indicated that they will typically not renew a database when the cost exceeds \$1.50 per hit. None of the RRC’s databases come close to that level of cost effectiveness and overall utilization would have to increase more than 15-fold to achieve that minimum threshold.

The previous Board of Commissioners appropriately tried to preserve some basic services when it was forced to close the bulk of the County Library in 2009, and it found a valuable use for the vacated space. But time has continued to show a lack of demand for reference and research services. Because of its low utilization and high transaction costs, the **County Reference and Research will be phased out no later than December 31, 2011.** The savings for 2012 and beyond will exceed \$700,000 annually. The County will continue to support the Library for the Blind and Physically Handicapped either directly or through a partnership with another County library, which could save an additional \$190,000. The Macomb Literacy Partners program will continue to be supported financially and housed in its current location or in another facility if more suitable space can be obtained.

**Risk Management and Safety.** The County’s 2011 Adopted Budget states that the Risk Management and Safety unit is proactively responsible for safety conditions in the work place, as well as protection for the County against loss under insurance coverage. The Unit is responsible for evaluating and obtaining the necessary insurance coverage in order to limit insurance risks against the County. The safety program requires that all loss control, accident prevention and safety engineering practices within the County be evaluated periodically. The results of the

evaluations and accompanying recommendations are then distributed to the County government leadership and interested departments for implementation.

Even though the unit is operating effectively, savings can be achieved and efficiencies can be gained by merging the functions of that department within other units. In many organizations the insurance function is managed by the Finance Department and employee health and workplace safety is overseen by the Human Resources Department. This Organization Plan proposes that the County adopt a similar structure. As a result, the **Risk Management and Safety administrative unit will be phased out no later than December 31, 2011.** Existing personnel will be reassigned to either the Department of Human Resources and Labor Relations or the Finance Department depending on their primary function. Opportunities for position consolidation will be evaluated during the 2012 budget preparation cycle. Estimated savings are expected to exceed \$100,000 annually once the consolidation has been implemented.

### **Changes to Boards and Commissions**

Changes are being proposed for seven County Boards and Commissions and a clarification of authority and responsibility is being highlighted for three others.

Macomb County's website contains a listing of 38 boards and commissions that require formal appointments by County government. All of these bodies have been established by federal, state or local laws or by resolutions of the former Board of Commissioners. Appointing authority varies and is sometimes shared between the County Executive and the Commission. Ten of these organizations, such as the Cobo Authority, SEMCOG, and the Huron-Clinton Metropolitan Authority, are external bodies and are not considered "Agencies" of County government as defined by the Charter. As such, their status cannot be determined or altered by an Organization Plan.

The majority of the remaining 28 boards and commissions are either required by statute or become required when the County decides to establish a specific type of program governed by statute. The Board of Canvassers is an example of the former and the Brownfield Redevelopment Authority Board is an example of the latter. In most cases, the enabling or authorizing legislation outlines specific responsibilities of the board or commission and often prescribes the manner in which appointments to the body are to be made. While boards and commissions operating under statute do fit the Charter's definition of an "Agency," the fact that some of them are required by law exempts them from modification by an Organization Plan.

In light of the foregoing circumstances and limitations, the following changes are proposed for County Boards and Commissions:



Along with approving the new Charter, County residents voted to eliminate the former Road Commission and to create a Department of Roads in its place. Therefore, the **Road Commission will be removed from the list of County Agencies**. This voter approved transition also provided the County Executive with the opportunity to achieve considerable savings by restructuring the top administrative levels within that new Department of Roads. The three former Road Commissioners, the administrative director, their County-provided vehicles, their support staff, and all related operating expenses were replaced by a single department director. The Executive Office then assumed supervisory responsibility for the new department utilizing existing staff. This restructuring has now been fully implemented and expenses for the new department have been reduced by a total of \$407,000 annually.

Although the Charter has retained the former Retirement Commission, the appointments to that seven member body are now fixed by Charter. As a result, the **Retirement Commission will be removed from the list of County Agencies requiring governance appointments**.

The **Partnership for Sustainability** was initially created by resolution of the former Board of Commissioners in October of 2008. Its stated goal was to produce a plan for the creation of a Regional Partnership for Sustainability. Such a partnership was to be a framework for dealing with the wide range of environmental and economic challenges the southeast Michigan region faced. The Partnership was to be a substantive product of the Tri-County Summit and was to be an entity through which local governments, business, and institutions of the region could reach consensus and work together to craft agreements resulting in solutions for a sustainable future. Under this definition of purpose, it is doubtful that this body meets the

definition of an Agency under the Charter. Moreover, this group has had virtually no activity over the past year or so. As a result, **the Partnership for Sustainability will be eliminated as an Agency of County government.**

There are currently four non-statutory boards or commissions (**Historical Commission, Juvenile Justice Advisory Board, Water Quality Board, and the Commission on Women**) that were created by resolution of former Boards of Commissioners, but whose construct and functions are now inconsistent with the new form of County government. None of these Agencies are required by statute. As such, they are purely voluntary in nature. Since these boards and commissions were created under the prior form of County government, their core elements, such as functional responsibilities, bylaws and appointment processes, are now incompatible with the provisions of the Charter and the new form of County government. The following are some examples.

Since all four are unpaid advisory bodies, the Executive is now the sole appointing authority, and all of these groups are supported by or linked to departments that now report to the Executive rather than committees of the Commission. Yet each of their authorizing resolutions as well as their bylaws call for these bodies to serve as advisors to the Commission and to report to the Commission or one of its committees rather than the Executive. It simply makes no sense for the Executive to have exclusive appointment authority for a board or commission that reports exclusively to the Commission or one of its committees.

More specifically, the Historic Commission is charged with serving “as a liaison between the Board of Commissioners and other organizations interested in the history of Macomb County” and it is “subject to the instructions of the Board of Commissioners.” The Water

Quality Board is also charged with advising the Board of Commissioners and is supposed to make a monthly report and give recommendations to a Commission committee that no longer exists. Under its bylaws, the Commission on Women “shall consist of 26 representatives appointed by their County Commissioner.” All of their terms expired when the appointing Commissioner’s terms expired on December 31, 2010. At best, the 13 remaining Commissioners could each appoint a new member (which would be contrary to the Charter appointment process), but even then the Women’s Commission bylaws call for 14 members to be present for a quorum to exist, which is now a physical impossibility.

Even though these four advisory bodies were created to serve useful and laudable purposes, these boards and commissions are no longer compatible with the provisions of the new Charter and can no longer function in their current form under the new structure of County government. As a result, **the Historic Commission, the Juvenile Justice Advisory Board, the Water Quality Board, and the Commission on Women will be discontinued as Agencies of County government.** If there is a desire to establish any successor organization with similar purposes, they must be created in a manner that is consistent with the provisions and appointment authorities set forth in the Charter, and be fully aligned with the new structure of County government.

The Macomb County **Economic Development Corporation** was established in 2001 in order to stimulate business capital investment. The principal authority held by the EDC is the ability to issue tax exempt revenue bonds. Industrial Development Revenue Bonds, or IRBs, can be issued by the EDC to finance the acquisition of land, new construction, new equipment or rehabilitation of manufacturing facilities, and are limited obligations payable solely from the

revenues of the benefitting company. The interest paid on the bonds is tax exempt because the EDC is a governmental entity. Although the bonds are issued by the EDC, only the benefitting company is responsible for their eventual repayment. The full-faith-and-credit of the county is not involved in any way. The EDC of Macomb County has issued two Variable Rate Demand Limited Obligation Revenue Bonds: AIM Plastics Inc. (of Clinton Township), on June 28, 2007 for \$3,485,000, and TPA, Inc. (of Warren), on December 27, 2007 for \$2,555,000.

The EDC has not met for a couple of years, due in part to the economic slowdown. Moreover, the services provided by the County's Economic Development Corporation are not required by other local units of government and are now duplicated by those that are offered through the Michigan Economic Development Corporation. Because of its inactivity and the duplication of services, **the Macomb Economic Development Corporation will be eliminated as an Agency of County government as soon as all legal obligations under previous bond issues are satisfied.** Any successor body with similar purposes will be created in a manner consistent with the provisions and appointment authorities of the Charter.

Finally, there are three boards or commissions (**the Human Services Board, the Community Mental Health Board, and the Veterans Affairs Commission**) that are granted specific duties, responsibilities, and authorities by statute. Each of these bodies, for example, has the authority to hire the Agency's director. While preserving the authority granted to the Executive and Legislative branches by both Charter and law, **this Organization Plan acknowledges and authorizes each of these Agencies to exercise and perform their full authorities, duties and responsibilities granted to them by statute.** In doing this, it is also understood that further legal review will be required to identify specific roles and the scope of

authority for each of these three boards and commissions vis-à-vis the Commission and the Executive Office. For example, the Commission still possesses certain Ordinance and budgetary authority for the County and the Executive has overarching responsibility for such things as facilities, personnel policies, and emergency management. The goal is to have this review completed by the end of the calendar year. In addition, the goal is to have the expressed intentions of the Joint Operating Agreement between the Board of Commissioners and the Human Services Board, which terminated on December 31, 2010, fully implemented by the end of the calendar year. Once this transition is complete, the HS Board will exercise its full statutory operating authority over the facility. Finally, since each of these three Agencies depends on the County for various financial, human resource and facilities services, it will also be necessary to conduct a financial review to be sure that the actual amount of County costs being incurred are properly charged back to these three units.

The direct costs associated with the boards and commissions eliminated in this section of the Plan are estimated to be less than \$100,000 annually, and primarily relate to reductions of support staffing and related board and commission expenses. The financial impact in fully transitioning operational control of the Martha T. Berry Medical Care Facility to the Human Services Board, however, is significant. Once this transition is completed, it is expected that the Human Services Board and the new Director will be able to operate the Facility fully within available revenue, thus eliminating the need for the \$1 million annual general fund subsidy currently in place. This level of operating autonomy will be reevaluated should the Facility return to a deficit situation.

**Initial Compensation for Article VII Directors.**

Section 11.7.4 of the Charter states that the Plan shall include the initial compensation for the directors of the departments established in Article VII and any other departments included in the Organization Plan. The initial compensation for the directors of the four departments established in Article VII is:

Planning and Economic Development	\$ 125,233
Health and Community Services	Vacant
Human Resources and Labor Relations	\$ 124,950
Finance	\$ 124,950

Since no other departments were created through this Organization Plan, no other compensation information is provided.

### **Consolidations**

Although not a part of this Organization Plan, there are a few consolidations of activities which will be implemented during the upcoming budget process that are being highlighted *for informational purposes only*.

The “Macomb County Organization Chart” which appears on page 11 of the 2011 Adopted Budget document (Exhibit I) depicts a mixture of Agencies, activities, and budgetary cost centers. Five of the “boxes” on the Chart are actually sub-activities of a parent Agency rather than Agencies in themselves. In the future, these subsets will be consolidated within their parent Agencies. Since no transfers of powers, duties or functions among Agencies are involved, there are no changes being recommended or required under this Organization Plan. The five areas of consolidation are:

Protective Services will be consolidated within the Sheriff’s Department

The Animal Shelter will be consolidated within the Health Department

Security will be consolidated within Facilities and Operations

Telecommunications will be consolidated within Information Technology

Technical Services will be consolidated within Emergency Management

The Social Services Board will also be removed from the Chart since it is not an operating unit of County government and has no direct budgetary allocation. It will appear under its statutory name (Human Services Board) along with the other boards and commissions listed on the County’s website.



## **SUMMARY**

This initial Organization Plan submitted by the County Executive proposes the elimination of two administrative Agencies of County government:

- The Reference and Research Center
- The Risk Management and Safety unit.

The services provided by the Reference and Research Center will be phased out by the end of the calendar year. The Library for the Blind and Physically Handicapped and the Macomb Literacy Partners programs will be continued either in their current form or in partnership with other County organizations. The insurance functions of the Risk Management and Safety unit will be transferred to the Finance Department and the health and safety functions will be transferred to the Human Resources and Labor Relations Department. These changes are to be fully implemented by the end of the calendar year. When combined with the savings from the restructuring of the Department of Roads, these modifications will produce an estimated annual savings of \$1.4 million beginning in the 2012 Fiscal Year.

This Organization Plan also proposes and/or acknowledges the elimination of seven Boards and Commissions as Agencies of County Government:

- The Road Commission (eliminated per Section 11.5.2 of the Charter)
- The Partnership for Sustainability
- The Historical Commission
- The Juvenile Justice Advisory Board
- The Water Quality Board
- The Commission on Women

- The Economic Development Corporation.

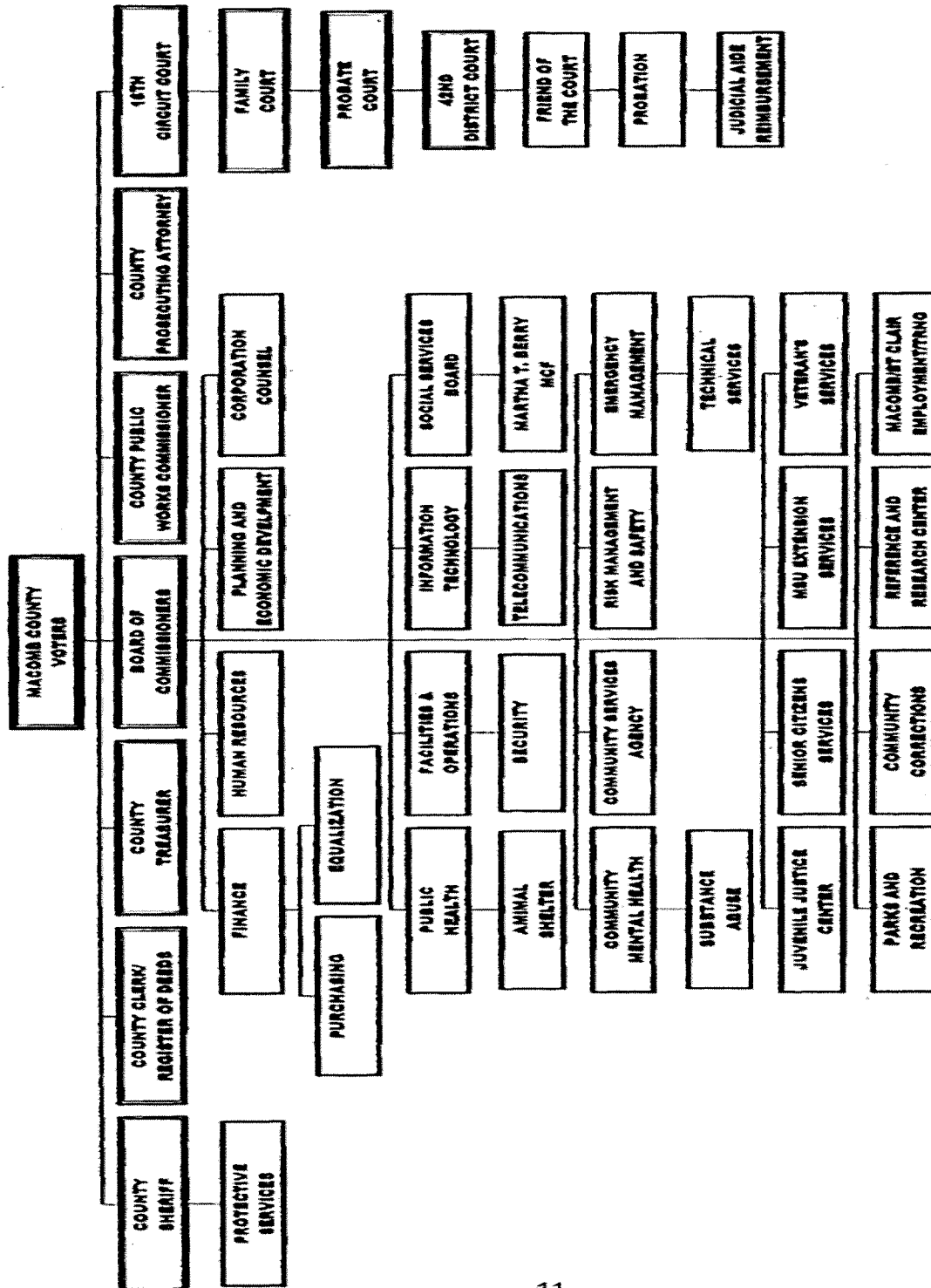
The Road Commission was eliminated by voter preference on November 3, 2009. The Partnership for Sustainability has been inactive and does not meet the definition of an Agency under the Charter. The Historical Commission, the Juvenile Justice Advisory Board, the Water Quality Board, and the Commission on Women were created under the prior form of government and are no longer compatible with the new structure of County government and the appointment provisions created by the new Charter. The Economic Development Corporation has been inactive and now duplicates programs available through the State. These boards and commissions will be eliminated upon approval of the plan or as required by law. The financial impact of eliminating these seven Agencies of County government will approximate \$100,000 annually.

Finally, while preserving the authority granted to the Executive and Legislative branches by both Charter and law, this Organization Plan acknowledges and authorizes the Human Services Board, the Community Mental Health Board, and the Veterans Commission to exercise and perform their full authorities, duties and responsibilities granted to them by statute. Further legal and financial reviews will be conducted by the end of the calendar year to delineate more specifically the statutory authority of these Agencies and the appropriate chargebacks for services being provided by County government. Turning full operational authority for the Martha T. Berry facility over to the Human Services Board is expected to eliminate the need for a \$1 million annual general fund subsidy for that Agency.

*Since all of the changes proposed in this Plan will be implemented by the end of the calendar year, the savings beginning in FY 2012 will approximate \$2.5 million annually.*

# Exhibit I

## Previous Organization Chart from the 2011 Adopted Budget



## Exhibit II



### BOARDS AND COMMISSIONS

#### Boards and Commissions

Macomb County encourages community involvement. The county maintains several boards and commissions which have been established by federal, state and local laws and Board of Commissioners' resolutions. Appointing authority is shared between the Office of the County Executive and the Board of Commissioners. Specific details for each board or commission is available by visiting the links below.

Click [here](#) for current and upcoming vacancies

Click the following links to access the two required application documents:  
[Application for Appointment](#) & [Consent for Background Check](#).

**Select a board or commission below for a description:**

- [Area Agency on Aging](#)
- [Board of Canvassers](#)
- [Brownfield Redevelopment Authority](#)
- [Building Authority Commission](#)
- [Civil Service Commission](#)
- [Cobo Authority](#)
- [Citizens Advisory Council](#)
- [Commission on Women](#)
- [Community Action Advisory Board](#)
- [Community Corrections Advisory Board](#)
- [Community Mental Health Services Board](#)
- [Criminal Justice Building Authority](#)
- [Economic Development Corporation](#)
- [Friend of Court Citizen Advisory Committee](#)
- [Health Department Hearing Board](#)
- [Historical Commission](#)
- [Hospital Finance Authority Board](#)
- [Huron-Clinton Metropolitan Authority](#)
- [Jury Commission](#)
- [Juvenile Justice Advisory Board](#)
- [Local Emergency Planning Commission](#)
- [Macomb Orchard Trail Commission](#)
- [Macomb / St. Clair Workforce Development](#)
- [Parks & Recreation Commission](#)
- [Partnership for Sustainability](#)
- [Retiree Health Care Board](#)
- [Retirement Commission](#)
- [Road Commission](#)
- [SEMCOG \(Southeast Michigan Council of Governments\)](#)
- [SMART Board](#)
- [Social Services Board](#)
- [Solid Waste Planning Committee](#)
- [Substance Abuse Advisory Council](#)

Macomb County, Michigan: Board Of Commissioners: committees

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  - United Way FEMA Board
  - Veterans Affairs Commission
  - Water Quality Board
  - Zoological Authority
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